

A STUDY OF THE SOCIAL SERVICES AVAILABLE
TO THE EMPLOYEES OF THE AMERICAN CAST IRON
PIPE COMPANY DURING 1946-47

A THESIS

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CHAPTER I

INTRODUCTION

There are millions of people employed in gainful occupations today, and a large portion is employed in industrial organizations. An industrial organization may be regarded as performing two major functions; that of creating a product and that of distributing satisfaction among the employees. Many causes of industrial unrest have been brought about because of a lack of insight on the part of management to perform the second function effectively.¹

All working groups share certain problems in common; the wage structure is related to high costs, inadequate housing, lack of proper health or child care facilities. However, a particular industry will feel one problem more sharply than another. The miners have been confronted with problems of this nature for a number of years. They work and live in communities where the buildings are owned by the operators of the mines. Adequate protection for their families, or medical care have been notoriously insufficient.²

It was not until after the organization of the United Mine Workers that improvements were noticed. In 1946 a demand was made on the Federal Government for the establishment of a welfare fund. An agreement was established which provided for a welfare and retirement plan as well as a fund

¹ Fritz Jules Roethlisberger, Management and the Worker (Boston, 1941), pp. 597-600.

² Constance Kyle, "Case Work in the National Maritime Union," The Family, XXV (October, 1944), 218.

for health and hospitals.¹

While workers have employed labor unions as a means of controlling industrial hazards, management has employed social services. In some instances these have grown out of humanitarian interests and are regarded as a gift from the company.²

Purpose of Study

This study was made for the purpose of examining the nature of the social services of the American Cast Iron Pipe Company, hereafter referred to as Acipco; to ascertain the extent to which these services were utilized by the employees; and the degree of professional skill utilized by the company in rendering the services.

Scope of Study

This study is limited to the nature of social services that were available to employees of the American Cast Iron Pipe Company, Birmingham, Alabama during 1946-47. Primarily, the services considered are those provided directly by the plant.

Method of Procedure

In gathering data for this thesis the author had direct contact with the members of personnel department, in that personal interviews were held with the various members in their respective departments.

¹Mary van Kleeck, "Social Services for Industrial Workers," Proceedings of the National Conference of Social Work, 1946.

²Burliegh Gardner, Human Relations In Industry (Chicago, 1945), pp. 229-235.

Reports from the files of the Personnel Director were made available and were carefully studied and analyzed. Reports of the Y.M.C.A. secretaries were also used.

Fifty questionnaires were distributed to fifty employees who were available before reporting to their jobs. These were filled out by the employees and later returned to the Y.M.C.A. secretary.

Use was made of supplementary readings such as reference books, periodicals, and annual reports.

CHAPTER II

HISTORY OF THE AMERICAN CAST IRON PIPE COMPANY

Early Organization

In 1905, a movement was started in Atlanta, Georgia which later resulted in the formation of the American Cast Iron Company. Miss Charlotte Blair was first to conceive the idea of a new cast iron pipe company for the South, and with the assistance of her brother, J. W. Blair, of Atlanta, sought capital for the venture in that city.

E. E. Linthicum, resident manager of the Anniston plant of the United States Cast Iron Pipe and Foundry Company, was interested in this company along with Miss Blair. During the summer of 1905, he was called into conference by the Atlanta interests which ultimately resulted in his permanent connection with the new organization. He proposed "American Cast Iron Pipe Company" as a name for the new company which was forthwith adopted. This endeavor was highly successful. In October, 1905, a charter was granted by the state of Georgia to the newly organized company.

This company was organized as a Georgia corporation, financed wholly by southern capital. Consequently, from the beginning, this company was not handicapped by absentee ownership. The directors of the company selected Birmingham, Alabama as the logical location of the plant, due primarily to the supply of relatively low cost pig iron in the district. The direct location of the plant was in a sparsely settled section far removed from the shopping district, which was later called "Acipco." The construction program went forth with a rapid pace, and by 1906, the power house, machine shop, and pipe foundry were ready for operation.

These buildings were to house all of the activities until auxiliary departments were added.

John J. Eagan became the first president and held this position from 1905 until 1915 when he became Chairman of the Board of Directors. In 1922 he reassumed the presidency and held this position until a few days before his death, March 30, 1924. Thus, the newly organized pipe making venture was launched and for the initial years of its operation, produced daily approximately fifty tons of cast iron pipe and fittings for use in water and gas line installations of many growing cities of America.

The world-wide epidemic of Spanish influenza struck the city of Birmingham and Acipco in October, 1918. The number of absentees from the plant due to illness was enormous. An unsuccessful attempt to use Negro women as laborers was soon abandoned. These women, dressed in brown coveralls, and their pushing wheel-barrows about the yard, were an odd sight and seemed quite exotic to Acipco.

Upon orders from the fuel Administrator, the plant was shut down for one week in June, 1918, in order to conserve coke.

Eagan Plan of Industrial Cooperation

Mr. Eagan believed that opportunity for useful work should be given to everyone; that workers should be safeguarded against unemployment; that they should be paid a "living wage" and given adequate attention in case of accident or sickness; and that provisions should be made for old age pensions.

He had no preconceived ideas as to how industry could be Christianized, but he firmly believed that it must conform to the principles of Jesus

Christ if it were to succeed. The last fifteen years of his life were devoted to a fulfillment of his belief. In 1921, he published the codicile to his will, and sought through this medium to perpetuate what he had learned and dreamed in the quarter century since his uncle's fortune came into his hands.

Of his fortune he gave ten hundred and eighty five (1085) shares of common stock of the American Cast Iron Pipe Company to the members of the Board of Management and the Board of Operatives, jointly. His first charge to this body was that they should receive all dividends paid upon this amount of stock in supplementing the salaries and wages of the employees so as to provide a "Living wage." Secondly, to pay an income to an employee and his dependents if the plant should shut down or the employee through unavoidable causes is unable to work. Any employee who enters the employment shall immediately become a beneficiary of the Eagan Trust with all rights and privileges that are enjoyed by the employees of the company.¹

Hence, the only basic requirement to become a beneficiary of the Eagan Trust is that one must be a qualified employee of the American Cast Iron Pipe Company. It is the responsibility of the company management to establish the rules for qualifying and certifying its regular employees.

Mr. Eagan manifested his desire to instill something more than money-making into the ideals of his associates. He was well aware of strife in industry; of discord between labor and capital, and possessed an ever growing desire to formulate a plan for permanent harmony in industry.

One of his first ventures in his sharing of financial gains was an offer to key men of the plant; ten shares of stock in the company for remaining with the company for five consecutive years. His first material accomplishment in keeping with his ideas was the presentation of a

¹John J. Eagan, "The Codicile to Mr. Eagan's Will," His Business Practice and Philosophy (Birmingham, Alabama, 1941), pp. 15-33.

magnificent bath house fully equipped with lockers and accessories to employees.

The Lagan Plan has over a period of years proved very successful. It has carried the company through periods of prosperity and periods of depression. Under this plan the company has been abot to maintain itself in a world cooperative market.

Boards of Control.—The Board of Management is the Executive Committee of the Board of Directors, and is charged with the detail management of the company's affairs, in strict accordance with the policies established by the Board of Directors of the company from their own membership.

The Board of Operatives acts as an advisory council to the Board of Management. It consists of twelve white men who were elected by secret ballot of both white and Negro employees. This board has four standing committees, namely, Living Conditions Committee, Suggestion Committee, Work Conditions Committee, and the Garden Committee.

A Colored Auxiliary Board serves in an advisory capacity to the Board of Operatives. This board is composed of twelve Negro employees only, and is concerned particularly with matters pertaining to the welfare of the Negro employees. This board has two standing committees: Living Conditions Committee and the Y.M.C.A. Committee for Negro employees.

CHAPTER III

MEDICAL AND HEALTH SERVICES

General Plan

Every individual at times faces crises such as sickness, injury, or illness in the family. Because of the workers dependence upon their earnings, and because of the heavy expenses incurred during illness, these crises are a severe threat to the whole way of life of the worker and his family. The interest of personnel people and management in these problems has given rise to a large number of medical services and sick benefits.¹

Good health upon which productive capacity depends, is more than simply the absence of outright disease. Health included a high level of physical soundness and mental and emotional stability. It is also a fact that the family and not the individual is the unit around which good health and working efficiency is built.²

In considering the total health picture of the employee group of industry, many people plead guilty to what may be called "economic myopia." They have quite likely assumed that occupational diseases are the only important forms of illness with which we must deal. This has led many to conclude that mechanical and sanitary engineering can provide sufficient health protection for employees.³

The Acipco Medical plan is the result of a growth process through the years. These services date back to 1915 when the president of the company announced the inauguration of a new and complete medical service

¹Burliegh Gardner, Human Relations in Industry (Chicago, 1945), p. 229.

²O. B. Bray, The Organization and Health Services for Industrial Employees (American Cast Iron Pipe Company, Birmingham, Alabama) January, 1945, p. 10.

³Ibid.

to employees and their families. These services were to be paid for by deductions of one dollar per month from each employee's earnings. The staff consisted of two doctors, a nurse, and a dentist. A wooden building located north of the plant was transformed into an accreditable medical center.

During the period covered by this study the Medical Department operating under the John Eagan Plan provided complete medical and dental service for which there was no charge. These services were rendered an employee during his six-month period of temporary employment, but no service was available to his dependents. Former employee who came under the retirement plan and their dependents were afforded the same care given the employee group. However, after the employee had been employed beyond his six-month period of temporary employment, regular medical and dental services were available to his dependents.

Dependents included a wife and children under eighteen years of age. Legally adopted children have the same consideration as natural born children. Those children who were married were not eligible for medical service. New born babies, in order to be eligible for service, were reported to the service department.

Dependents of an employee other than his wife and children to be eligible for service must have been the father or mother of either employee or either the employee or his wife, and such mother or father must have been legally and financially dependent on the employee. The dependent mother or father must have resided in the home of the employee for a full six-month period before such service was rendered. The Medical Service Committee ruled in cases where a question arose as to alleged dependency. False statements made by an employee relative to dependency is just cause for discharge.¹

¹Files of Buell B. Warren, Personnel Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 14, 1948).

Physical Plant

The Medical Department is a one story brick building located conveniently to the plant. It is air conditioned and fully equipped for modern practice. Two identical front entrances open into duplicate waiting rooms for colored and white patients. Acipco Medical Department is fair in rendering services to employees, in that the same type and quality of services is rendered regardless of race or color.¹

The medical director and each practitioner was provided with a private office, and there was one extra office for use by the consultant staff.

Emergency treatment rooms were used in connection with applying dressings and giving relatively simple treatment. A dispensary was provided in order to accomodate those patients requiring not more than one day hospitalization. For example, if an accident occurred that needed minor surgery, the employee was taken to the dispensary, where he received quick and efficient service.

The physiotherapy department consisted of two infra-red, two violet-ray, and two short-wave diathermy rooms. An X-ray room was furnished completely with photographic-flourescopic equipment. The urology department consisted of an examination room furnished with cytoscopy table and X-ray for superficial therapy. The urology and dermatology departments were also furnished with specialized equipment for complete service.

The dental department was complete with two waiting rooms, four operating tables and an X-ray machine.²

¹Interview with Mary Zachary, Secretary to the Medical Director (American Cast Iron Pipe Company, Birmingham, Alabama, March 5, 1948).

²Ibid.

Staff

The Acipco full time staff consisted of a director, who was also the specialist in internal medicine. He served on duty five and one-half days per week. The company employed a staff of nurses which included two visiting nurses, one for colored and one for white.

The visiting nurses taught as well as treated under the doctors' orders. When a patient was too ill to attend clinics, and at the same time did not need hospitalization, a visiting nurse gave any therapy ordered in the home. Four dentists were employed who were available six days per week from eight thirty until four thirty except Saturday afternoons. A doctor was available twenty four hours a day who was also subject to emergency calls.

Home Calls

Home calls made by visiting physicians and nurses were limited to twelve and one-half miles by the shortest automobile route from the Acipco Medical Department. Home calls by visiting doctors were limited to emergency calls only. Those calls for the purpose of filling insurance claims and for physical check-up were considered inexpedient and were not permitted.

Services

A health program is not intended to be just a remedial program for the sick. It should just as strongly emphasize prevention and positive health. Health services such as immunization, tuberculin testing, venereal diseases clinics are all for the purpose of preventing illness and disaster as well as for treatment.¹ The Acipco Medical Department takes into

¹Kingsley Roberts, "Health Programs Which Can Be Developed Without Federal Legislation," Proceedings of the National Conference of Social Work, pp. 223-230.

consideration the total individual in its scope of services, and in many respects may be considered a complete Medical Center. A health and medical center should be a place where the slightly ill are treated promptly and causes of their illness are eradicated in so far as possible, and where adequate provision is made for care of serious conditions. In each case the subject and treatment are the same: the human being and his physical well being.¹

Clinics.—The clinics were open for actual operation and consultation with the various specialists in the fields of modern science five and one-half days per week. The specialists were available two days in each week, and any day in case of emergency. The company employed one specialist in dermatology. In ophthalmology and otorhinolaryngology there were several specialists. There were three specialists in eye and ear disorders. In addition to the medical director, a specialist in internal medicine was available. Two pediatricians were available for consultation with mothers. The company also saw fit to employ specialists in urology, and orthopedics.

Specialists who were recommended by the Medical Department and were not on the company staff were secured by the individual accepting one-half of the specialist's cost. This was particularly true in cases of dental surgery and psychiatry, as the company did not hire specialists in these fields.²

Maternal care.—Pre-natal and post-natal care were available at the clinic on specified days, tests for syphilis were made on all

¹Ibid.

²Files of Buell B. Warren, Personnel Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 18, 1948).

pregnant women and anti-luetic tests were given if necessary; an X-ray of the fetal position was made before the time for delivery.

Patients were usually confined at home with both doctor and visiting nurse in attendance. The visiting nurse instructed the mother in preparation for delivery and demonstrated the proper care of mother and child to the person who was attending after confinement. She continued supervision of patients at home until they were able to come to the clinic.

Preventive measures.--Preventive medicine received special attention at Acipco. Full consideration was given periodic examinations, during which special efforts were made to discover tuberculosis, venereal diseases, cancer or diabetes. In fact every effort was made to discover diseases of all types in its early stages and to limit its development.

Pre-employment-examinations.--After an employee had been interviewed in the personnel department he was then taken to the medical department for physical examination. The American Cast Iron Pipe Company believed that accurate and thorough health examinations for all applicants were necessary for the protection of the employer as well as the employee. If no obviously disqualifying defect was revealed he was given a blood test for syphilis, a urinalysis and a chest X-ray.

There were three basic ratings used in pre-employment examinations. A "B" rating indicated that an employee had no disabling handicap or that he was acceptable for employment without his qualifications. A "C" rating meant that he might be employed on a job suited to his health condition when the need of workmen was acute. A "D" rating meant that he could not pass standards of physical well being, and his application for work should be rejected.

Unless the examination is complete and accurate in all respects

it may be of little value. This is particularly true with reference to the chronic or degenerative diseases, the symptoms of which are likely to be obscure in any person applying for employment. Unless those with chronic diseases are eliminated, not only will there be a large percentage of working days lost, but efficiency may be low and with no apparent reason for the inefficiency.¹

Pediatrics.—The American Cast Iron Pipe Company has for a number of years provided expert care for babies and children. The importance of providing adequate health care for babies and children cannot be over emphasized. A child population is subject to diseases that are generally both prevalent and more acute than those of adult groups, and at the same time a child's illnesses are likely to result in prolonged disability or life long handicaps. In the childhood period, there is characteristic rapid development. Even the neglect of such so called minor defects as carious teeth and infected tonsils may have serious consequences.²

Acipco "boasts" with pride its pediatric department which was attractively decorated and had a cheerful atmosphere. It was equipped with separate compartments made into booths for each mother and her baby. Isolation booths were available to those babies who showed signs of contagious diseases, and were constructed in a manner that the air was forced directly out of the building instead of circulating through the building.

¹O. B. Bray, "The Organization and Health Services for Industrial Employees (American Cast Iron Pipe Company, Birmingham, Alabama, January, 1945), pp. 13-14.

²Joseph E. Alloway, "The Medical Program of a State Child Caring Agency," Proceedings of the National Conference of Social Work Chicago: The University of Chicago Press, 1940, pp. 241-248.

Hospitalization

The American Cast Iron Pipe Company did not operate a hospital of its own. However, the company had an agreement with all of the hospitals in Jefferson County whereby patients who required such services were hospitalized. Bills for such services were mailed directly to the company.

In connection with hospitalization there was an exception to the plan for complete medical service on a free basis. Private rooms were not available in sufficient numbers to care for Negro patients. Consequently, those persons both white and Negro who secured private rooms paid the difference between the ward rate and the price of the private room.¹

The expense of medical service was provided through the Acipco Mutual Benefit Association. The decision as to whether hospital care is necessary and so to be charged to the Acipco Mutual Benefit Association was left with the doctor.

Acipco meets the stipulations of Michael M. Davis, chairman on Research in Medical Economics, in that he said, "any good medical plan should have policies which will provide both patient and doctor with incentive for the early prompt treatment of sickness, or for other forms of prevention."²

¹Rules and Regulations Governing the Acipco Mutual Benefit Association (American Cast Iron Pipe Company, Birmingham Alabama).

²Michael M. Davis, "Health Today and Tomorrow," Survey Graphic, XXI (March, 1945).

CHAPTER IV

THE NATURE OF COUNSELING SERVICES

General Plan and Purpose

Recognition on the part of industry that the welfare of the employee is important, and that only through attention to their welfare can they be kept on the job has led to the development of many counseling services. To a great extent this interest and stimulation evolved as a result of many frustrated employees who were unable to make proper adjustments to their working situation, and the substantial increase in the number of migrant workers who never before had held an industrial job.

Most of the adjustments which an individual must face involves an emotional adjustment as well as a change in behavior. The ease with which he adjusts to a lower status, learns a new job or accepts the daily routine of work all depends to a large extent upon his attitude and his emotional state.¹ In an attempt to do something about such handicaps, countless industries have developed varying plans of industrial counseling. The plans differ in specifics according to the conception of the individual company, but the underlying common denominator is the objective of offering the kind of counseling service that will help the employee perform his tasks with maximum efficiency.

Social workers have indicated their interest in these counseling services. The phrase signifies advice, guidance, or information to workers

¹Burliegh Gardner, Human Relations in Industry (Chicago, 1945), p.230.

²Edna Gage, "A Foundation For Industrial Counseling," The Family, XXV (July, 1944), 176.

in their places of employment, to enable them to solve problems at home or outside the plant as distinct from problems involved directly in their work or in their relationships at the place of work.¹

In considering the early development of industrial counseling under the control of management we immediately turn our attention to war time conditions from which this type of service had its impetus. Perhaps the most rapid development occurred in the airplane factory where labor was developed by bringing in migrant workers. As problems arose, related to conditions that were affecting the workers outside the plant it was not easy for the plant management to discover the appropriate agency resource in all the communities, even if they had been adequate, nor was it easy for social workers to develop wartime services quick enough in all the communities in which war workers were living.²

The American Cast Iron Pipe Company with objectives directed toward developing relationships in industry and decreasing inefficiencies resulting from maladjustment, developed its counseling services. The entire personnel was greatly concerned with the importance of security in the acceptance of a new milieu. Any person in an industrial organization who feels insecure tends to attribute a peculiar meaning of significance to many factors which he would otherwise never notice.³

¹Mary van Kleek, "Social Services for Industrial Workers," Proceedings of the National Conference of Social Work 1946, p. 253.

²Ibid., p. 354.

³Jules Fritz Roethlisberger, op. cit., p. 591.

Counseling at Acipco, though not developed on as large a scale as some other industrial corporations throughout the country, may be considered adequate, and efficient. The company attempted to provide services in terms of the needs of the individual rather than the rights of the individual.

Counselors

There were two distinct sources to which an employee took his problems; the social service director and the Y.M.C.A. secretaries. These persons were trained and have had much experience in dealing with people and their problems. The counselor's sole objective was to lead the employee to a clear understanding of his problem so that he himself comes to realize what action to take and then assumes the responsibility for taking it. The counselors were a part of the personnel organization and were located in the service building.

Social Service Director.—The Social Service Director was also the Executive Secretary of the Y.M.C.A. and in this position he was exposed to frequent contacts with most of the employees of the company. His job was connected primarily with the following kinds of problems: (1) helping workers with personal problems arising outside of the work situation; (2) helping solve personal problems that were directly associated with the work situation.

In connection with the first kind of problem, the counselor was deeply concerned with the interest of the workers and their families. This interest was greatly facilitated by home visits made upon requests from the employee, by assignments from the personnel director, and on the initiative of the counselor when he saw the necessity. For instance,

if an employee was having difficulty in his family situation, he requested a visit to his home by the counselor. The counselor first attempted to discover the nature of the problem by discussing it with the worker, and in some instances the wife of the worker. Frequently cases arose wherein the counselor did not attempt to render direct aid. Instead he acted in an advisory capacity and referred the employee to a social agency that was equipped to deal with this type of problem. Thus, counseling became a referral service or process.

This referral service may be important as, or more so than, the direct service for it frequently introduces the individual to an agency unknown to him and enables him to secure professional help in dealing with the situation.¹ The counselor frequently referred cases to the Red Cross, the Department of Public Welfare, the Domestic Relations Court, and the Juvenile Court.²

In the development of industrial services the emphasis laid upon the function of giving information and referring individuals to other local agencies seems clearly to indicate that in the final analysis, the need is for expanded social services, better to industry and industrial workers, rather than for the development of social case work under the auspices of management or labor unions. The present lack seems to be due, in part, to the failure of social work to make its facilities known to workers in industry. Hence management has undertaken to give this information through a counseling service.³

¹ Frank Katz, "Industrial Counseling in Alabama," Alabama Journal of Social Welfare (June, 1945), p. 12.

² Interview with Dyre, Social Service Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 28, 1948).

³ Mary can Kleek, op. cit., p. 535.

Another aspect of counseling which had no direct bearing on social agencies was concerned with problems directly associated with the job. If an employee laid off the job, the counselor made attempts to discover why he was absent. After careful interviews with the worker he reported the causes to the departmental head or the personnel director, who investigated the situation. The counselor did not enter the field of labor relations, but attempted to straighten out problems that interfered with individual productivity.

Y.M.C.A. Secretaries.—Many problems were taken to the Y.M.C.A. secretaries who rendered efficient service despite the fact that they were responsible for many programs of the "Y."¹ In some instances the secretaries referred cases to the social service director, while in other cases they treated the problems with the greatest amount of skill. Orientation of new workers to the job was the major responsibility of this group of counselors. The new-comer to an industrial plant is in a similar situation as a stranger to a city except that it is more complex. The process through which he must go requires an orientation to the norms of conduct required of him by the formal organization to the immediate group with whom he works, and the broader company structure, its policies and opportunities.² This process of orientation is important not only from the standpoint of production, but from the employees satisfaction as well. During the process of orientation many employees, especially migrant workers were confronted with housing problems. An illustration of such a problem is presented in the following case:

¹ Interview with Mr. Buell B. Warren, Personnel Director (Acipco, Birmingham, Alabama, February 14, 1948).

² Jules Fritz Roethlisberger, op. cit., p. 592.

Case 1

X., an employee came to the Y.M.C.A. desk. He appeared somewhat nervous and confused. He explained that having recently moved into this city, he had some difficulty in finding a suitable place in which to live. He had three children all of whom were of school age, therefore he wanted to secure a house conveniently located to the plant.

The counselor discussed the situation with him, and informed him of a person who had a house for rent. He further talked with the employer with regard to buying a home. The employer, X., explained to the counselor that he was not interested in trying to buy a home because of insufficient funds. After having talked with the counselor, X. seemed relieved and reported back to work.¹

Here, the counselor was instrumental in rendering a type of direct service by merely giving information. In addition to problems of orientation, problems of domestic relations were also brought to these counselors. Frequently, wives of employees brought problems to the counselors, and upon doing so requested that the counselor consider the situation with their husbands. This placed the counselor in a rather difficult position, but after realizing the effect that an emotionally disturbed wife can have on the stability of her husband the counselor proceeded with precaution.² Such a case is presented below:

Case 2

Mrs. A., the wife of an employee, contacted the counselor. She explained that her husband was cruel to her and had beaten her severely. She further accuses him of non-support of the household and requested that the counselor talk with her husband. The counselor assured her that he would have an interview with her husband as soon as possible. The counselor was able to contact the employee who actually was not an approachable

¹Interview with James Whitehead, Y.M.C.A. Secretary for the Negro Y.M.C.A. (American Cast Iron Pipe Company, Birmingham, Alabama, February 14, 1948).

²Interview with Robert E. Bolden, Y.M.C.A. worker with Negro Employees (American Cast Iron Pipe Company, Birmingham, Alabama, February 21, 1948).

person. He told Mr. A. that his wife had talked with him regarding their family situation. Mr. A. talked freely about his negligence and remained calm throughout the interview. After having discussed the situation with the counselor he insisted that there would be improvements in his home.¹

When under severe emotional stress, the individual usually has difficulty in thinking through his problem; he jumps to conclusions, makes irrational interpretations and rushes into action which proves even harmful to himself as well as to others.² The following case is illustrative of such a problem:

Case 3

Z., an employee, twenty-four years of age came to the counselor and explained that he was worried because of the fact that he was sexually incompetent. He was disturbed over the belief that some one had voodooed him. He explained that he had taken a series of treatment from a woman who he believed could cure him. In order to complete these treatments it was necessary that he got off from his job a few days. The counselor then inquired as to the duration of his illness. He told the counselor that his condition occurred about six weeks ago. Further discussion revealed that Z. had over-indulged in sex relations from the age of 13 years until a few years ago when he was inducted into the army. The counselor discussed the situation at length with him. He suggested that Z. consults the company practitioner rather than report back to work, which he did.

This employee, because of his strong belief in superstitions refused consultation with a physician until after he had talked with the counselor. Prior to this time he was unable to understand his inability to make adjustments on and off the job.

¹Ibid.

²Burleigh Gardner, op. cit., p. 246.

Utilization of Services by Employees

An inquiry was conducted among fifty employees in an attempt to determine the extent to which these employees used the counseling services during 1946-47. Successful counseling depends to a large degree upon the techniques of interviewing used by the counselors, which enables the individual to talk freely about things which are personal.

Of the fifty employees who were contacted, forty-seven said that they counsel with the counselors in the personnel department while three gave negative answers. Two reasons were given as to why some employees do not use these services: (1) because they sense adequacy and dependence; (2) because they are insecure and do not feel free to discuss their problems with the counselors.¹

TABLE 1

EVALUATION OF SERVICES BY FIFTY EMPLOYEES

Type of Reaction	Answer		Percentage	
	Yes	No	Yes	No
Feel free to talk with counselors	47	3	94	6
Services are adequate	43	7	86	14
Pleased with services	43	7	86	14

Ninety-four per cent of the employees felt free to talk with the counselors concerning their personal problems while six per cent did not feel free to discuss their problems. In response to the inquiry

¹Interview with Buell B. Warren, Personnel Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 28, 1948).

as to the adequacy of the services, eighty-six per cent agreed that the services are rendered adequately, while fourteen per cent responded with negative answers. Similar results were received from the inquiry as to whether or not the employees were pleased with the manner in which their problems were handled, in that eighty-six per cent gave positive answers, while fourteen per cent responded negatively.

The figures here perhaps indicate that of these fifty employees, there existed a favorable attitude toward the counselors and their service. The utilization of these services was greatly influenced by the efficiency of the counselor, his skill in helping the employees relieve themselves of feelings of anxiety, and the extent to which the employee was actually made to feel free in his presence.

In so far as the counselor can improve the individual's adjustment to the structure, he also can assist in the process of communication, for problems of defective evaluation and orientation lead directly to effective communication. In the same manner, the counseling program can serve as a means of keeping management accurately informed as to the general state of morale within the plant and as to the major factors which are affecting the attitudes of the workers. Mary A. Young in her article has summarized counseling as one method by which the beginning of a broader approach to problems may be approached.¹

¹Mary A. Young, "Union Counseling and Social Agencies," The Family, XXVI (January, 1946), pp. 350-55.

CHAPTER V

RECREATIONAL AND SOCIAL SERVICES AVAILABLE

In 1913 a three story building was erected at Acipco which was to house many personnel activities. It consisted of a cafeteria, lobbies, and soon became the center of many recreational and social activities. Silent movies were popular at the time and were frequently held along with banquets. The raising of the standard of the organization had begun, new ideals of fellowship and manhood were taking foot and growing in response to a newly felt spirit which prevaded the atmosphere of the plant.

Later in the year, an industrial branch of the Y.M.C.A. was organized with a Negro secretary employed to assist with Negro personnel. This organization was to sponsor various social as well as recreational activities.

During the period of this study the Acipco Y.M.C.A. was a member of the Birmingham Central Association through which it was also associated with the Southern Area Council, and the National Council. The Board of Management was composed of twelve regular members, four of whom were elected by the noard itself. Two members were elected by the Board of Operatives after this Board had been organized in May of each year.

At a meeting of the Y.M.C.A. Board of Management in January of each year a chairman and a vice chairman were elected to a term of one year. A representative from this board was also elected to serve as member of the Central Association.

The promotion of programs as in any other Y.M.C.A. was done most

effectively through committees. This was especially true due to the scarcity of secretarial workers. There three Negro workers, one secretary and two assistants. Two workers for white employees, one secretary and one assistant.

Recreational Activities

A great industrialist started building a corporation on the principle that "if you want to build a business, you must first build men." This whole field of recreation is extremely significant in the work of the economic world. In its broader implication it is one of the essential keys to the maintenance of our way of life and economic order.¹

In industrial recreation we deal with the worker as a citizen. He carries part of his job to his family, and carries part of his family back to the job. If he and his family are happy and the job a satisfactory one, he is happy and a good worker.² Industry should be primarily interested in off the job living and should encourage the worker in becoming also interested in off the job activities in order that he will develop wholesome attitudes toward the job and other workers.³

The American Cast Iron Pipe Company provided many recreational activities for its employees. First participation in competitive sports was in 1913 with the entry of a tract team in the annual three mile marathon sponsored by the Birmingham Athletic Club. In the same year Negro

¹Dwayne Orton, "Man Does Not Live By Bread Alone," Recreation (January, 1948), pp. 459-460.

²Clayton Perreault, "Industrial Recreation and Community Relations," Recreation (December, 1947), p. 445.

³Ibid.

baseball teams were organized, one of which became so proficient that it walked off to form the first "Birmingham Black Barons professional organization. A feature of great interest to the Negro and his family was the annual fair held on labor day, which was first instituted in 1916 and for a number of years was held on the grounds north of the plant.¹

During 1946-47 the company provided unlimited recreational activities for employees and members of their families. Increased efforts were made so as to make it convenient for the employees to have full advantage of recreation by building volley ball courts, and arranging space for horse shoe pitching throughout the plant .

Indoor games.--The service building provided ample space for various types of indoor games of which many employees took advantage during lunch periods. All lunch periods were arranged so that approximately sixteen people could be served per minute, and the remainder of the time was devoted to leisure time activities.² The indoor games included: checkers, dominos and ping pong. Participation in these games was encouraged by the Y.M.C.A. secretaries who were interested in the promotion and stimulation of leisure time recreation. Each year the Y sponsored domino and checker tournaments during lunch hours.

Outdoor games.--Outdoor recreational activities included baseball, basketball, volleyball, tennis and horseshoe pitching. The company placed much emphasis on these sports through organized teams for inter-plant activity and competition with outside teams. Competent individuals among

¹Files of Mr. Warren, Personnel Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 21, 1948).

²Interview with Mr. Buell B. Warren, Personnel Director (American Cast Iron Pipe Company, Birmingham, Alabama, February 21, 1948).

the employee group were appointed to serve as managers of the teams.

Baseball and basketball occupied a major place in the lives of many employees. The company had access to two baseball parks, one for colored employees and one for white employees. All materials such as uniforms, and other necessary equipment were furnished by the company for use as the managers saw fit.

Every worker should so plan his life as to have time for work, play, love, laughter, and friends.¹

Statements like this one were frequently made to employees in an attempt to stimulate and encourage participation in inter-plant recreational activities.

Picnics.--As a means of further providing wholesome recreation for employees and members of their families, the American Cast Iron Pipe Company sponsored picnics among the various departments throughout the plant during the summer season. These picnics afforded opportunity for fun and provided the development of personality through group associations. The picnics were held at parks and playgrounds around the city of Birmingham, Alabama, or at any other location selected by the group. The programs were well planned with the cooperation of the Y.M.C.A. secretaries and other recreational leaders who volunteered their time and services.

Pickners enjoyed such activities as horseshoe pitching, volleyball, softball, swimming, checkers, dominos, pie eating, contests, clothes races, and group singing.

Camps.--The American Cast Iron Pipe Company did not own camps,

¹ Statement by Robert Bolden, Y.M.C.A. worker for Negro Employees (American Cast Iron Pipe Company, Birmingham, Alabama, February 21, 1948).

however, charitable contributions were made to operators of camps. Children of Negro employees were given an opportunity to camp at Camp Pauline Eray Fletcher which is sponsored by the Girl's Service League an agency of the Community Chest. Children of white employees camped at Camp Cosby which accommodated approximately one hundred children.

Educational Activities

The American Cast Iron Pipe Company employed various means of educating its employees. This educational program served several purposes, namely, as a means of keeping the employees informed, stimulating interest in personal habits, and provided opportunity for expression through publication.

Acipco News Monthly.--The Acipco News Monthly was composed of news of special interest to the employees and their families. Responsibility for editing the publication was delegated to the Y.M.C.A. secretaries who found this a worth while undertaking.

Every man, regardless of his status in the group wanted to feel a sense of belongingness and recognition. The company was well aware of this fact and made it possible for pictures and articles to appear in each issue concerning the employees and members of their families.

Library.--The Acipco Y.M.C.A. library was available for use by employees and their families as well as those of the community who lived within the vicinity of the plant. A membership card was obtained by paying a fee of twenty-five cents, which entitled the holder to full privileges of the library as long as he observed the library rules.

The library was a member of the Book-of-the-Month Club, and contained over 500 books of fiction, non-fiction, religion, literature

and history. Fifteen sets of reference books, the World Almanac, Emily Post's Etiquette, Webster's New Dictionary and the City Directory. Current magazines included the Saturday Evening Post, Popular Mechanics, The Christian Herald, and other technical publications.

Lectures.—For those employees who were interested in lectures the company brought in experts in the fields of psychiatry, engineering, health and safety. These lectures were primarily for their technical and educational value. Lectures on health education and safety proved successful and lent themselves to a promising future. One of the most interesting lectures was presented by C. R. Powell, industrial psychologist and Director of the Personnel and Safety Department of the Endicott Johnson Corporation.

Special classes.—The American Cast Iron Pipe Company conducted special classes of various types for the employees who were interested. Apprentice night school classes were a great asset to the company, in that they improve the skill of the worker. The following classes were offered: Pipe Making which deals with the methods and materials used in the manufacturing of centrifugal cast iron pipe; Foundry Practice which deals with the new methods of machine molding, patterns and equipment, materials used in foundry work and the basic principles of grey iron and steel molding. Reading and Shop Sketching was offered primarily because of many requests from the shop men who realized the importance of being able to make free hand sketches. A maximum of twenty weeks were required to complete a course, and certificates were awarded those successfully completing the course.

Cafeteria

The Acipco cafeteria was located in the service building and operated for the expressed purpose of providing meals at reasonable prices. The cafeteria was inspected periodically by the department of Health and Sanitation and was given a high rating by the inspectors. Three meals daily were prepared for these employees who did not bring lunches on the job with them.

The canteen truck worked through the foundries and maintenance departments each morning, and the canteen cart operated through the No. 1, and No. 2 Mono-Cast twice daily so as to dispense cakes, sandwiches, milk, and cold drinks. The night shift canteen offered hot coffee.

Employees Participation in Services

An inquiry was conducted among the same group of employees in an attempt to discover the extent to which this group of employees actually participated in the recreational and social services.

TABLE 2

DISTRIBUTION OF FIFTY EMPLOYEES WHO PARTICIPATED
IN RECREATIONAL ACTIVITIES DURING 1946-47

Type of participation	Answer		Percentage	
	Yes	No	Yes	No
As spectators	28	22	56	44
As players	44	6	88	12

Of the fifty employees who were contacted, fifty per cent participated actively in games as spectators while forty-four per cent did not

participated as spectators. Eighty-eight per cent however, participated in indoor and outdoor games as players while only twelve per cent did not participate as players or spectators.

TABLE 3

DISTRIBUTION OF FIFTY EMPLOYEES WHO PARTICIPATED
IN SUMMER ACTIVITIES DURING 1946-47

Activity	Answer			Percentage		
	Yes	No	Total	Yes	No	Total
Picnics	43	7	50	86	14	100
Camps	17	34	50	34	66	100

Eighty-six per cent of the fifty employees responded with negative answers to our inquiry concerning their participation in picnics sponsored by the company, while less than twenty per cent did not attend the picnics. Only thirty-four per cent of the numbers who responded to the inquiry have taken advantage of the summer camps, while sixty-six per cent did not attend the camps.

TABLE 4

DISTRIBUTION OF FIFTY EMPLOYEES WHO UTILIZED
EDUCATIONAL FACILITIES DURING 1946-47

Facility	yes	no		Percentage	
				yes	no
Library	43	7		86	14
Classes	25	25		50	50

Eighty-six per cent of the number of employees who responded to in-

quiry made use of the library facilities. Of this number more than fifty per cent were regular members. Half of the number said that they attended Y.M.C.A. classes and the other did not attend the classes.

Workers participation in the development of their own programs is important and a paternalistic attitude on the part of the company is bad. We must give increasing emphasis to the development of recreation for employees and through it build up a basis for cooperation, understanding, and appreciation of the other fellow.

CHAPTER VI

HOUSING AND HOME IMPROVEMENTS

The American Cast Iron Pipe Company has provided housing as service to employees since 1906 during the early organization of the company. It was utterly necessary at the time to build houses for some of the Negro laborers. A village of 24 houses providing homes for forty families was built west of the plant and was called "the quarters", as was the custom of the day. However, this village later acquired the name of "West Acipco".

Today there are ninety-three company owned homes. Of this number fifty eight are for Negroes, and thirty-five are for White occupants. The average cost per month for those homes occupied by White employees is thirty dollars (\$30), and the average rent per month for those homes occupied by Negro employees is fifteen dollars (\$15). The difference in rent is accounted by the fact that the homes for White occupants were constructed since¹ those homes for Negroes and are all modern type houses.

Housing was operated only as a service to employees and not as profit making venture. There were no requirements with regard to housing except the fact that one must be an employee of the American Cast Iron Pipe Company. The length of time in which an employee and his family may occupy one of the Company owned houses was indefinite, yet, home ownership was encouraged a-²mong the employees.

1. Interview with H. G. Dure, Social Service Director (Acipco. February 28, 1948).

2. Interview with Buell B. Warren, Personnel Director (Acipco. February 28, 1948).

Gardening.--As a service, gardening has existed at Acipco since 1916. Each year the company made available plots of land for gardening in the vicinity of the plant and assumed full responsibility for "breaking and harrowing" the ground for the employees. When the plots were ready for cultivation, the employees were notified that they must make application at the Y.M.C.A. after which the plots were allotted each employee. From there, the sole responsibility was shifted to the employee, and everything that was produced belongs to him for his own use. During 1947, a total of 500 plots were allotted to employees.

The company backed gardening just as it did any other project or activity. Prizes were offered for the best garden during the months of June, July, and August. The first prize was a five dollar bill, the second prize was three dollars, and the third prize was a one dollar bill. The ideas of "thrift, self-preservation, and self-improvement" were predominant in the minds of the employees of Acipco.

Canning.--Services were made available for the Acipco employees, in some instances as the need arises. This was done primarily through investigating committees who upon discovering the unmet need of inadequate facilities reported such to the personnel department who immediately considers the initiation of such a service.

Canning among the wives of employees became very popular, to the extent that canning clubs were organized. The company fosters this activity by its ownership of six pressure cookers which the wives of employees were free to use provided they were returned at a designated time. During 1947 the clubs canned approximately 1,700 jars of vegetables and meats.

Cooperative Store.--The American Cast Iron Pipe Company operated a

cooperative store as a convenience to its employees and not on a profit basis. Employees purchased groceries and wearing apparel at the store for reasonable prices. Check books of five dollars each, which were not to exceed the preceeding pay check, were issued those employees desiring to trade in the cooperative store.

CHAPTER VII

SUMMARY AND CONCLUSION

The American Cast Iron Pipe Company had developed perhaps one of the most comprehensive plans of industrial cooperation in the United States. This paper has attempted to examine the nature of the social services made available to employees under this plan. Some of the conclusions that emerged from this experience can be briefly stated.

1. At Acipco the individual in an industrial organization was "all important" and was considered on an individual basis, with special emphasis on his emotional, physical, social, and spiritual needs. Much attention was given to the fact that only through recognition of these needs by industry can the employee be kept on the job and maintain a minimum degree of efficiency.

2. The plan provided for an equal distribution of profits among employees, which has unquestionably afforded the working man protection and security. The employees derived a sense of security and belongingness from their position within the structure, and the fact that his future in a capitalistic economy depended upon his own initiative combined efforts for the increased development of bigger and better unity for bigger and better profits.

3. In rendering services to its employees the company utilized techniques of Group Work, Case Work, and Community organization, with a trained personnel equipped to render an adequate, efficient, and professional service. In rendering free medical services the company employed physicians who were graduates of Class A Medical Schools. The specialists were

accredited by their respective boards.

4. Group Work services as recreation, and education for employees were administered by trained personnel who worked in collaboration with the Central Y.M.C.A. Industrial counseling which is a case work service was also the responsibility of the Y.M.C.A. personnel and the Social Service Director.

5. The employees gave evidence of their satisfaction by their enthusiastic response to the services. The cooperation on the part of the employees, and the spirit of brotherhood that permeated the plant were attributed to three factors namely: the policy of frankness on the part of the personnel and the foreman in giving correct information to employees; personal consideration in making the working conditions the best possible; fair treatment in rendering services; and the right of the employee to participate in the policy making of the company.

6. The social services which included medical care for employees and their families, recreation, counseling, education, home and community improvements were an inseparable part of the lives of the employees.

QUESTIONNAIRE

Please check one and return to the Y.M.C.A. desk. This questionnaire is concerned only with your participation during 1946-47.

1. Do you discuss your personnel problems with your counselors?
 - a. Does he render you adequate service?
 - b. Are you pleased with the way in which your problems are handled?
 - c. Do you feel free to discuss your problems with him.
2. Do you participate in Y.M.C.A. recreational activities?
 - a. Do you participate in indoors or outdoors games as players?
 - b. Do you participate in indoors or outdoors games as spectators?
 - c. Have you attended company sponsored picnics?
 - d. Have you or members of your families attended summer camps?
3. Do you participate in Y.M.C.A. educational activities?
 - a. Do you make use of the library?
 - b. Are you a member of the library?
 - c. Do you attend Y.M.C.A. Bible Classes?
4. Does the Y.M.C.A. meet your leisure time needs?

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